

CENTRAL MANAGEMENT SERVICES

HUMAN RESOURCES DEPARTMENT

The Human Resources Department serves all employees of the Town that are appointed by the Select Board, Town Manager, and Town Clerk. The purpose of the Department is to administer the Town's compensation, health insurance, and benefits programs. Additionally, the Department deals with a wide variety of issues relative to quality of life in the workplace and seeks to improve the effectiveness of Town services by recruiting the best employees and reviewing and improving the Departments' organizational structure.

The Director of the Department continues to serve as a core member of the Town and School COVID-19 pandemic advisory group. In early 2021 the Department supported supervisors and employees in navigating a significant number of workplace issues as the world entered the second year of the pandemic. Over two-thirds of the Town's workforce is comprised of front-line essential workers who were among the first to be vaccine eligible. For the remaining one-third of employees, who were working either hybrid or fully remote, the Department supported departments in navigating the many details associated with transitioning these employees back to town buildings and public facing work.

The Department transitioned from administering Federal Coronavirus Leave provisions which expired at the close of 2020, to working with Employee Unions on interim leave strategies, and then to implementing the Massachusetts Emergency Paid Sick Leave program launched in May. In the summer of 2021 the Director drafted and implemented the Town's first Remote Work Policy. As the summer closed out, the Director worked with Employee Unions to develop a mandatory Coronavirus Testing and Vaccine Opt-Out Policy which was implemented in mid-October. As of December 2021, 92% of Town Employees are fully vaccinated.

In February and April of 2021 the Department provided support and coordination of two, two-day virtual trainings facilitated by the National League of Cities Race Equity and Leadership (REAL) to a wide cross section of (75) employees and managers from all Town departments. These trainings reviewed key concepts from the Town's first training with REAL conducted in January of 2020. The objectives of the trainings were to deepen the understanding of racism as a system and increase capacity to normalize and operationalize racial equity in our local government. The trainings also provided introductory training on the application of a racial equity tool in a municipal setting.

The Department handled over one-hundred personnel transactions relating to a myriad of positions. This includes retirements, resignations, promotions, vacancy postings, and advertisements, interviewing, selection, and enrollment of new employees. Among the searches the Director facilitated over the course of the

year were recruitments for Chief Information Officer and Director of Inspectional Services as well as many other titles across Town departments. The Department uses tailored processes for each hiring, using assessment tools based around tasks specific to each position.

The Director of HR and the Deputy Town Manager/Finance serve as the Town's collective bargaining team. Successor bargaining agreements are in place through Fiscal Year 2022 with two of the six Town Unions: Robbins Professional Librarians and Service Employees International. Negotiations with the other four Town Unions are ongoing.

The HR department believes strongly that the successful delivery of Town services and relies on a rigorous Human Resources program. In 2021 the Department worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.

2022 Objectives

The Department will continue to support departments and employees through the navigation of the COVID-19 pandemic and long-term impacts; maintain high quality services, work through accommodation issues, and keep employees safe.

The Department of Human Resources will continue to assist departments in the recruitment and retention of high caliber employees in a highly competitive labor market. We will continue to partner with the Director of Diversity, Equity, and Inclusion (DEI) in supporting training and education for staff. The National League of Cities Race Equity and Leadership (REAL) Team will be conducting additional trainings in 2022. This training will be held virtually due to the pandemic and will focus on understanding and implementing a racial-equity tools in a municipal setting.

The Director of HR in partnership with the Deputy Town Manager/Finance Director will continue successor bargaining with the Town's six collective bargaining units. Following up on studies conducted for FY14 and FY17 the Town has completed its third benchmark salary and benefits study for FY20.

The Department will continue to strive to provide quality service and support to all employees and retirees who may have questions about their insurance plans. The Department continues to audit our policies and practices to ensure compliance to various collective bargaining agreements and employment laws.

EQUAL OPPORTUNITY

The Town of Arlington has established the following mission statement relative to Equal Opportunity:

"The Town of Arlington recognizes its legal obligation and moral responsibility to provide Equal Em-

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ployment Opportunity to its employees and potential employees. The Equal Opportunity Advisory Committee (EOAC), a volunteer committee appointed by the Town Manager, is committed to the Equal Opportunity program to prevent discriminatory employment practices. The Director of Human Resources serves as an ex-officio member of the EOAC. The Committee assists the Town in implementing its Equal Opportunity Plan which creates the mechanism and sets the standards by which Equal Opportunity will be assured."

The EOAC meets monthly, on the 2nd Wednesday, virtually via Zoom; it is our hope that meetings in the Town Hall Annex will resume some time in 2022. The Committee meetings are open to the public and public attendance is encouraged.

Throughout 2021 the Committee reviewed monthly reports from the Human Resources Director/Equal Opportunity Officer regarding employment opportunities for the Town. The principal focus of the Committee is to ensure that people of all races, genders, and ethnic backgrounds are given equal opportunity to apply for and receive positions of employment here in Arlington.

Due to the ongoing COVID-19 pandemic it was another very challenging year to interview candidates in person. The Committee is dedicated to increasing the number of minority and female applicants for positions of employment. In 2021, over 20% of those interviewed for open permanent positions were minority applicants, a 40% increase over 2020. Of the 51 appointments the Town made to permanent positions posted in 2021, nine minority candidates or about 18% were appointed. The Town's Equal Opportunity Officer and Director of Human Resources, Caryn Malloy, has consistently applied the protocol removing the name and address and other identifying information of job applicants prior to screening applicants for interview. This was recommended by area municipal Diversity, Equity and Inclusion professionals and serves as one way to lessen the impact of bias. The Committee continues the ongoing process of strategizing new and inventive ways to attract a qualified and diverse applicant pool. The Committee looks forward to continuing to support coordinated efforts with of the Director of Diversity Equity and Inclusion to diversify the Town's workforce and make Arlington a welcoming and supportive place to work.

The Committee monitors all Town-funded construction projects exceeding a \$200,000 budget. The main focus of 2021 was on the multi-year rebuild of Arlington High School. In late 2021 the Committee received labor data on the rebuild of the Public Works Building. In compliance with Town female and minority participation goals on such projects, the Committee successfully advocated for general contractors to provide detailed Labor Utilization Tables which give a more accurate reflection of the participation rates rather than aggregate reports on female and minority participation.

The Committee continues to employ an educational approach in its project reviews resulting in positive conversations sensitizing contractors to the importance of continuing their efforts to diversify their workforce.

Through membership in the School Superintendent's Diversity Advisory Committee, member Barbara Boltz regularly reports to the Committee on hiring and diversity efforts in the Arlington Public Schools. The pandemic continues to make in person meetings a challenge.

Any person interested in this issue of Equal Opportunity is encouraged to contact the Equal Opportunity Officer at 781-316-3121 or email cmalloy@town.arlington.ma.us.

FACILITIES

The Facilities Department provides the Town and School District with quality custodial services, repair and maintenance services, and the implementation of building upgrades and capital improvement projects to its public buildings and facilities. The Department also focuses on a long-term preventive maintenance schedule for all buildings in order to support the life cycle of the Town and School assets and to increase the operating efficiency of the buildings. The Department is responsible for the maintenance of thirty-six public buildings listed in the table below.

Public Buildings maintained by the Facilities Dept.

Arlington Schools

Arlington High School
Ottoson Middle
Peirce Elementary
Dallin Elementary
Brackett Elementary
Bishop Elementary
Hardy Elementary
Thompson Elementary
Stratton Elementary
Gibbs Middle
Parmenter School

Non-Public Schools

Dallin Library Building

Public Safety

Police Headquarters
Central Fire Station
Park Circle Fire Station
Highland Fire Station

Libraries

Robbins Library
Fox Library

Public Works

Administration Hall
Director/Engineering/
Inspectional Services
Snow Fighting Garage
Maintenance Garage
Cemetery Chapel
Cemetery Garage

Central Services

Town Hall and Annex

Miscellaneous

Robbins House
Robbins Cottage
Robbins Carriage House
Jarvis House (Legal Dept.)
Jefferson Cutter House
27 Maple Street (Senior Center)
23 Maple Street (House)
Mount Gilboa
Peirce Field (Concession)

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Performance Measurements

Organizational

- Continued implementation of COVID-19 response-protocols across the portfolio of public buildings. Measures included HVAC systems checks, upgrading air filters for enhanced filtration, installing portable air cleaners, and re-inventing custodial care with a focus on disinfection.
- Hired and trained 4 new custodians, and multiple 3rd party cleaning vendors.

Major Projects

- Completed restoration of the Town Hall Plaza
- Supported Phase 1 construction at Arlington High School
- Support ongoing renovation of Central School building as part of Arlington Community Center project, including moving Facilities (Administration & Maintenance), Comptroller, and IT Departments to various buildings in Town. Performed various repairs and upgrades at 23 Maple St. to accommodate offices for displaced staff.
- Provided design support for the Public Works Project



Recycled glass is used to clean the front entrance of Town Hall.

Capital Projects and Building Upgrades

- Installed energy saving LED lighting at Peirce and Brackett Schools.
- Installed new elevators and rooftop HVAC units at the Ottoson Middle School.
- Increased deployment of bottle fillers in public buildings.
- Completed interior painting at all public schools.
- Refinished terrazzo and hardwood flooring at Town Hall.
- Installed new air conditioning system at Jefferson Cutter House.
- Installed new camera systems at Hardy, Peirce, Dallin, and Stratton Schools.

- Completed renovations of the Hardy and Peirce School Playgrounds.
- Installed new flooring in one wing of the Bishop School.
- Completed substantial repairs to leaking heating piping at Brackett School.
- Sub-divided a classroom at the Thompson School, and created a new office at the Brackett School
- Installed two new VFDs on Brackett rooftop HVAC units.
- Painting, new flooring, and ceiling fan at Visitor Center at Uncle Sam Plaza.
- Installed new carpeting on 2nd floor of Central School, including new glass partition wall in Health & Human Services staff room.
- Refinished floors on 1st floor of Robbins House.

Preventative Maintenance and Repairs

- Completed annual life safety inspections.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance as well as emergency repairs.
- Performed in-house carpet cleaning and floor refinishing at various facilities.
- Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, water treatment, security systems, emergency generators, and oil and gas burners.
- Managed snow removal at school and Town properties.
- Bid and managed service contracts for electrical, plumbing, HVAC, and pest control.

Recognitions

We would like to offer our appreciation to the custodial and maintenance teams for their continued service and dedication to providing the Town and School District with safe, clean, and well-maintained facilities.



Restored Town Hall Plaza.

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INFORMATION TECHNOLOGY

Overview

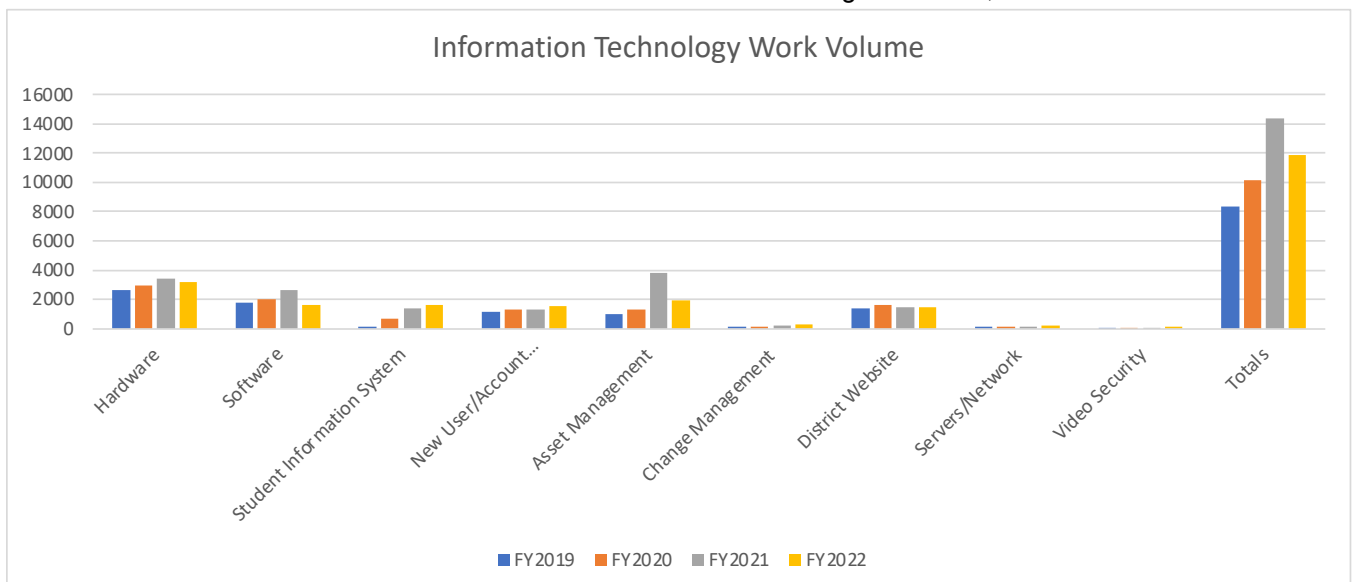
Information Technology Department was created by the 2007 Town Meeting, providing integrated services for both Town and District. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,000 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets, and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMI video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages Munis, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, People-GIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK), and numerous Town and School website.

Major Accomplishments 2021

- Upgraded Munis platform including Tyler Content Manager (document storage solution), Tyler Hub (dashboard), and Employee Self Service (employee portal).
- In early 2021 Upgraded Tyler Cashiering, a stand-alone payment processor that provides real time updates to Munis.
- Since 2016 the Town has had a 60% increase in the number of Munis users. The increase in users continues to generate the most support tickets for the Town IT staff.
- Migration of Munis from onsite to the cloud. The foundation for Munis SaaS Migration began in 2021 with an expected completion date of May 2022. The Town has opted for a cloud-based server (SaaS) instead of physical, on-site server. This will help with seamless updates to the software and provide additional security as well as improve the user experience. Software-as-a-Service (SaaS) is purely a web-based subscription service model that is unique and powerful in its ability to meet a variety of our needs. The overall lowered cost of ownership sets the SaaS solution widely apart from traditional client managed operations.
- Munis Utility Billing will replace the Town's existing water and sewer collection. Its implementation is slated for spring 2022 and is the final billing migration from the Town's custom-built collection system. IT is leading the team, which includes Public Works, Treasurer, Comptroller, and consultants. Fall 2021: Currently working on reconciling data in legacy system with new structure in Munis. Next steps include communication planning, testing new forms, and attachments.



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- The IT Department implemented a cloud-based firewall/content filtering solution to mitigate risks of students' online, remote learning environment in 2020. IT used this infrastructure to provision and deploy over 1,000 devices to students and teachers in 2021 as well as keep applications up to date remotely.
- Teaching models shift during pandemic led to classrooms being outfitted with new audio/visual (AV) equipment. With the return to in person learning, IT expanded this infrastructure during the summer of 2021 and maintained and replace equipment as needed for back to school.
- IT made several improvements to the district registration and enrollment process, including development and testing of automated notifications and workflows for school administrators in our Powerschool platform. Registration is also designing the FY22/23 School Enrollment Form for February 2022 launch.
- Data Services provided support for the implementation and roll out of new district administrative and student tool including Amplify in the classroom, ECollect for parent submittals, and enhanced pool testing.
- Data Services made process improvements to our Civil Right data collection process and reporting as well as internal reporting such as student progress reports.
- Installed IT Infrastructure as part of Central School Renovation. The 2nd floor network, connectivity, telephony and audio/visual have been completed. Also completed move of the office equipment for staff and relocation of Health and Human Services, Comptroller, Council on Aging, and Retirement. First floor data room setup, connectivity, telephony and audio/visual in progress.
- Installed IT Infrastructure as part of DPW new construction and renovation projects (ongoing multi year). IT focused on design of building A and B networking, office spaces, AV, and data center.
- Relocation IT Data Center and Staff relocation to the renovated DPW facility. In 2021, the design was completed, equipment purchased and received, with initial site location completed in December. Information Technology plans to transition the network and applications in January 2022.
- Preparation to replace existing email system with hosted version of Office 365. IT completed licensing for 500 users and accounts have been created, currently testing in pilot and gathering feedback for roll out in 2022.

- Participated in IT Infrastructure design of new High School building. IT consulted on network infrastructure, classroom technology, and school building systems (security and access, etc.)
- Upgraded wireless infrastructure across district to WiFi 6. Menotomy, Thompson, Dallin, and Pierce completed in 2021, with all district sites being upgraded by the end of 2022.
- IT increased school internet bandwidth from 6gb to 10gb to support more hybrid learning and technology in classrooms.
- IT began planning for MCAS season with student device prep and coordination with the Digital Learning Team for the district. It was able to implement considerable network improvement including eliminating the need for browser caching. For the past 4 years, Arlington has seen 100% success in students being able to complete computer-based testing.
- IT also initiated hybrid meeting infrastructure improvements and both School Committee and Select Board Meeting rooms are now complete.

2021/2022 Objectives

- Install IT Infrastructure as part of Central School/Community Center Renovation.
- Install IT Infrastructure as part of DPW new construction and renovation projects (ongoing multi year).
- Replace existing email system with hosted version of Office 365.
- Relocate IT Data Center and staff relocation to the renovated DPW facility.
- Participate in IT Infrastructure design of new High School and DPW Buildings.
- Implement Munis Utility Billing over a two-year period.
- Pilot online applications and permitting with select departments.
- Initial roll out of multi factor authentication for enterprise systems.
- Full roll out of O365 Collaboration suite.
- Upgrade Town network bandwidth for audio and video streaming.

Evolve technology support channels across teams by adopting shared platform and metrics.

LEGAL DEPARTMENT

The Legal Department functions as a full-service law office that furnishes legal opinions and legal advice on a daily basis concerning matters referred to it by the Select Board, Town Manager, School Department, and

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Performance / Workload Indicators <i>Legal/Line-of-Duty</i>	FY2018 Actual	FY2019 Actual	FY2020 Actual
MGL Chapter 84 Claims			
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>			
Total	23	32	31
Claims closed	20	5	10
New claims	13	14	11
MGL Chapter 258 Claims- <i>Massachusetts Tort Claims Act</i>			
Total	41	32	11
Claims Closed	17	21	14
New claims	18	12	10
Fire - Injured on Duty Claims	20	23	4
Police - Injured on Duty Claims	13	4	3

all other Town departments and the various boards and commissions. The Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on operational and project-related legal issues. The Town Counsel researches, drafts, and prepares warrant articles and votes for Town Meeting. The Department investigates all claims made against the Town and advises and monitors Town regulatory compliance in order to coordinate all legal affairs of local government. The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal and administrative proceedings.

As with any municipal corporation the Town of Arlington is ever in the development and refinement of policies, as well as contractual and other legal instruments with public, private, and governmental agencies. These include, but are not limited to, the purchase of properties and materials, rendering of services, awarding of grants, drafting of applications, contracts, leases, deeds, and other legally binding instruments. Moreover, the Legal Department is charged with drafting and reviewing a further array of legal instruments such as licenses, releases, easements, and a multitude of other documents as required for protection of the Town's interests in increasingly complex legal matters.

The Legal Department is responsible for the management of the Town of Arlington's Workers' Compensation Self-Insurance program. From the timely processing of claims through the vigorous investigation of accidents, the Department aims to protect workers from the economic consequences of injury, promote safe work environments, and assist injured employees in both their medical recovery and return to work, with the overall goal of limiting the Town's liability while focusing on the fair treatment of injured workers. The Legal Department is prepared to, and does, litigate all contested Workers' Compensation cases before the Department of Industrial Accidents as well as tracking and com-

menting on any pending legislation affecting the Town's Workers' Compensation program.

The Legal Department oversees line-of-duty injury claims administration for all police and fire personnel and provides complete claims management for any injured on-duty uniformed employee of the police and fire divisions consistent with appropriate provisions of law, fairness to affected employees, and prudent financial practices.

The Legal Department appears regularly in the District, Superior, and Appellate Courts of the Commonwealth, the Federal Courts, and administrative legal bodies for hearings on motions, including many significant dispositive motions as well as many successful hearings. The Department stands ready to try cases as necessary or resolve matters by mediation and other forms of negotiation.

Future Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Advise the Town and its public bodies on shifting areas of the law, including changing First Amendment, zoning, land use, and open meeting law jurisprudence.
- Develop specialized training for committee and commission chairs and staff liaisons in addition to training opportunities for Town committees and commissions.
- Develop additional resources for Town Meeting Members and the public to aid the navigation of the town form of government and assist in meeting future challenges of the community in the most effective and efficient manner possible.